

# Multifoods

ROBIN HOOD MULTIFOODS LIMITED 1973 ANNUAL REPORT



*In Last Five Years:*

## New Businesses Surge PAGE 1

GPMC President  
Looks at Future  
Trends PAGE 5

Key to Coorsh  
Success PAGE 6





## Board of Directors

**Logan R. Brown**  
President & Chief Executive Officer  
Robin Hood Multifoods

**James McMillan**  
Vice-President, Finance  
Robin Hood Multifoods

**John B. Morrison**  
Vice-President, Industrial Foods  
Robin Hood Multifoods

**David C. Tompkins**  
Vice-President, Consumer Products  
Robin Hood Multifoods

**J. Philip Golds**  
Secretary Treasurer  
Robin Hood Multifoods

## Officers

**Logan R. Brown**  
President & Chief Executive Officer

**John B. Morrison**  
Vice-President & General Manager,  
Industrial Foods

**Douglas R. Payne**  
Vice-President & General Manager,  
Agri-Products

**David C. Tompkins**  
Vice-President & General Manager,  
Consumer Products

**Erik Feldthusen**  
Vice-President, Bakery & Industrial Sales

**James McMillan**  
Vice-President, Finance

**J. Philip Golds**  
Secretary Treasurer

## Principal Products

Robin Hood flour / Velvet cake and pastry flour / Robin Hood cake mixes / Robin Hood dessert mixes / Celebration cake mixes / Robin Hood oats / Stouffer's frozen prepared foods / Bick's pickles and relishes / Rose Brand pickles and relishes / Woodman's horseradish and seafood cocktail sauce / Coorsh smoked meat, corned beef and other processed meats / Coorsh delicatessen salads / Coorsh parfait gelatine desserts / Coorsh pizzas / Kretschmer wheat germ / Poultry meat / Table eggs / Bakery flours / Biscuit flours / Macaroni flours / Cake flours / Bakery and industrial mixes / Bakery equipment / Supersweet livestock and poultry feeds / Supersweet mineral products / Super-Chix broiler chicks / Hy-line layer chicks / Supersweet animal health products



## About the cover

Growth of new businesses since 1968 is depicted by the graph on the cover. It shows that sales of consumer, industrial and agricultural foods, identified as new since the base year of 1964, have more than tripled in five years. Today these account for one-third of all Robin Hood Multifoods revenues.

## Financial Highlights of the Year

| Year ended February 28            | 1973          | 1972          | % of change |
|-----------------------------------|---------------|---------------|-------------|
| Net Sales                         | \$112,675,047 | \$104,791,607 | + 7.5       |
| Net Earnings                      | \$ 3,003,810  | \$ 2,696,972  | + 11.4      |
| <b>At February 28</b>             |               |               |             |
| Working Capital                   | \$ 23,420,408 | \$ 19,244,259 | + 21.7      |
| Property Plant and Equipment, Net | \$ 15,349,620 | \$ 12,245,567 | + 25.3      |
| Number of Employees               | 1,858         | 1,503         | + 23.6      |



robin hood  
**multifoods**  
**limited**

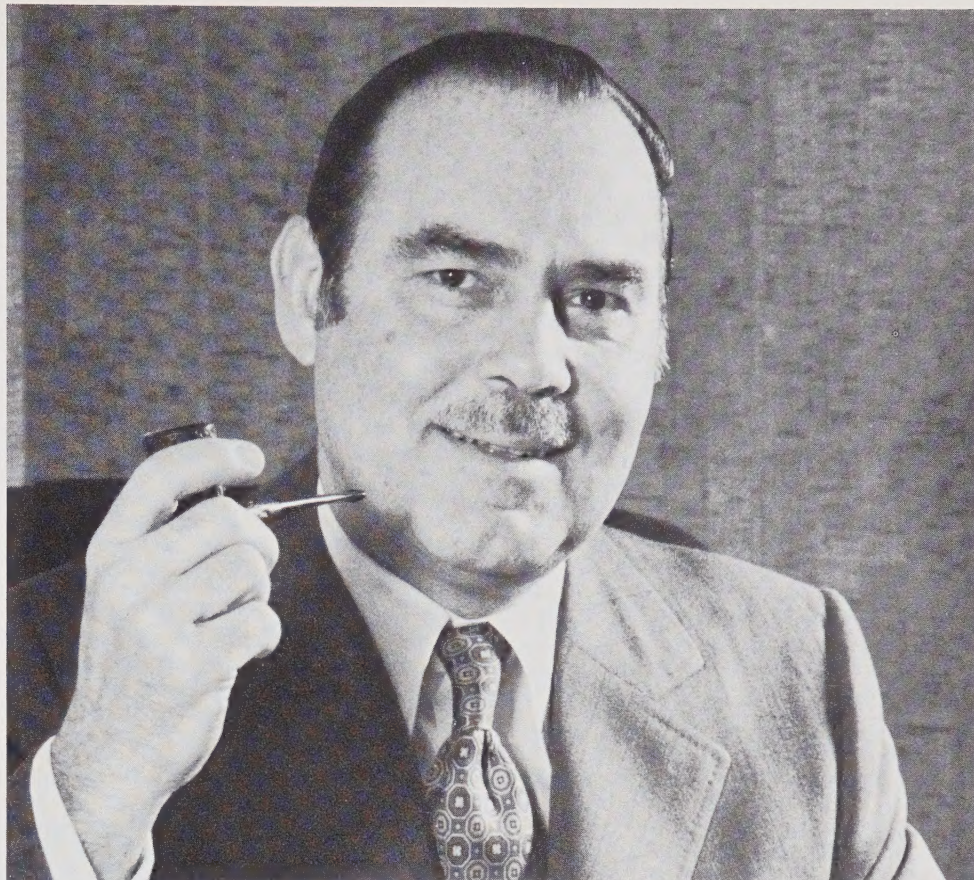
What is Robin Hood Multifoods? It's a processor and marketer of foods serving the Canadian consumer, industrial, agricultural and export markets with a wide range of products from bakery flour to delicatessen meats. Known for many years as Robin Hood Flour Mills, the company was founded in 1909 by International Multifoods of Minneapolis, Minn., and is a wholly-owned subsidiary of that company. It is listed by The Financial Post as one of the 100 largest manufacturing companies in Canada and it publishes an annual financial report available to its customers, employees, government organizations and on request from the company's main offices in Montreal.



## In Five Years:

# "New Business Sales Tripled," says Brown

*Robin Hood Multifoods experienced improvements in both earnings and sales in fiscal 1973 thanks partly to new products and new businesses which have shown a three-fold gain in sales since 1968. President Logan R. Brown reflects on the year in an interview with the editors.*



### Q. What kind of year was it for Robin Hood and why?

A. We had a fairly satisfying year with a general improvement in our results from the year before. We were hurt somewhat by the family flour competition in the West, our investment in the introduction of frozen foods and our credit problems in formula feed. On the other hand, we achieved a solid launch of the Stouffer's line. We acquired a profitable operation in Coorsh, and we received an excellent response to our new consumer and industrial mix introductions. Sales ended at a record level of \$113 million, an improvement of \$8 million from the year before, and net earnings improved from \$2.7 million to \$3.0 million. I'd say the year ended with us in a healthy position and with several growth areas clearly identified.

### Q. What then do you consider to be your growth areas?

A. These would include pickles, consumer specialty mixes, Stouffer's frozen prepared foods, Coorsh specialty meats, bakery mixes and poultry meats. In fact, sales in these new business areas have more than tripled since 1968 and now account for 34% of total sales.

### Q. Would you please elaborate further?

A. In pickles, our Bick's and Rose Brand products have continued a very pleasing pattern of growth to where we have an approximate 45% market share. We look for great gains in the frozen food area which holds substantial appeal in terms of quality and convenience. Our objective here is to use our processing capability at the new Trenton, Ontario, plant to embark into many new areas of the frozen food business. While S. Coorsh & Sons Ltd. was part of our company for only the last several months,

it performed well above our acquisition expectations in terms of both sales and profits. This was impressive in a period of extremely high meat costs. In the industrial foods area, we also plan to expand the growth of our bakery equipment operations.

Turning to agricultural products, poultry meat processing operations have been attractive over the last three years. We see this continuing as chicken is still the most efficient converter of meat protein, and we look for an increasing desire on the part of the consumer for poultry as an alternative to beef and pork products.

We are also exploring potential Canadian applications of moves recently made by International Multifoods into the restaurant and decorative accessory fields.

### Q. You built a new frozen food plant for the production of Stouffer frozen foods during the year. How is that operation coming?

A. We got the plant into production three weeks behind schedule, not bad considering it was an entirely new technology for us. We then launched a product line of some 20 items into Ontario. In mid-February, we moved into the Western provinces, Quebec and the Maritimes. While it's still too early to say just how it's going, every indication is of a success. We've received strong trade support with a minimum of 12 items in most stores and 20 in many stores. In fact, many customers requested us to set up their freezer cabinets. We're very happy with the response. As yet we don't have an indication of our market share, but judging from the reorder rate, consumers are buying enthusiastically. We supported the product heavily with both broadcast and print media, and we feel confident about being able to accomplish our objectives as we look out at the next few years.

### Q. Why did Stouffer pick Robin Hood?

A. They didn't. We picked them. We saw the potential for frozen entrees to fill a consumer need that the TV dinner type of food doesn't satisfy. We went to Stouffer, and they were impressed by our marketing organization, by the integrity and the quality consciousness of our management, and our philosophy of selling high quality products at a premium price. They also were impressed with our product market share positions of between 20 and 50 percent. They had a desire to provide their products in Canada, and we had the distribution system, management capability and resources to carry this out for the mutual benefit of both companies.

### Q. In October you acquired S. Coorsh & Sons Limited, Canada's largest producer of specialty meat products. Could you tell us what attracted you to Coorsh?

A. The business was both profitable and well managed. We saw growth for specialty meats of around 10 to 12 percent per year, and felt we could provide additional distribution and marketing expertise. They were a leader in areas such as Quebec where they had a well-established name and a strong market acceptance, but we felt we offered the opportunity to penetrate more completely in markets across Canada. We see this as a great opportunity to expand Coorsh's market shares through the greater marketing support which we have in our Consumer Products division.

### Q. What happened with the strong family flour competition you experienced in Western Canada?

A. This challenge to our market position arose in January 1972. It has dissipated in large measure because in July 1972 we



decided to meet the aggressive competition head on in order to protect the large market share we had built up over the years. It amounted to a show of strength on our part as the market leader. We have a 60 to 65 percent share of the family flour market in Western Canada. This action proved costly, but we weren't about to see our market share erode. For a period we were selling flour at close to cost, but we anticipate the conditions to be somewhat less competitive in this fiscal year.

**Q. What are your strategies in the industrial foods area?**

A. Flour is becoming a relatively less important product in our line because of our diversification into other areas, but it's still a key part of our business. Family flour consumption is declining at about six percent a year, and industrial flour use is growing at about the same rate as the population. Many of the large commercial bakers in Canada are integrated with other flour millers. We are strong, however, with the independent bakers. Our selling is geared to service, and we have a leading 30 percent share of the sales to independent bakeries.

The pasta market is growing at about 4 percent a year, and some of the major pasta companies also are integrated with mills, but we hold about 65 percent of the independent durum flour market. This has been a good business for us, despite some strong competition, and we still consider it a growth area.

The one big area that has been growing for us has been bakery mixes. We've shown increases in sales of from 20 to 30 percent through the development of new products and coming up with new mixes that meet the needs of our customers. Our earnings growth has been substantially higher. We're very happy with that part of our industrial foods business, and this is a definite growth area as bakers are unable to find good skilled help and are turning from the "scratch" method to the more convenient mixes.

We introduced 16 new bakery mix items last year and about 40 over the past two or three years. We've been in the business aggressively for about four years, and we now have about a 25 percent market share.

**Q. What are your strategies in agricultural products?**

A. Primarily, we are trying to reduce our exposure to cycles. The development of the farm marketing boards is helping. These boards are under provincial jurisdiction, and now have support from the federal government.

**Q. Isn't it heresy for a businessman to laud government intervention?**

A. Not really. Look at the egg situation. The economic loss from price cycles was simply too great to tolerate. Government involvement in this area has helped reduce the wild peaks and valleys that previously characterized this industry. The marketing boards do more than deal with the supply question. They encourage the development of higher quality products, are aware of changing consumer needs, and perform a distribution function for a large number of small, independent producers.

**Q. What is the situation in formula feeds?**

A. This is an area of our business which we are assessing quite carefully. The formula feed business in Canada has not been profitable to us in the last two years. One of the

areas in which we have encountered difficulties is that of credit extension. Market price and profitability fluctuates in cycles. As a result, when the cycle is down, both the farmer and the supplier can lose money. The problems are not unique to our Super-sweet operations. Other feed companies in Canada have been experiencing the same conditions. In Ontario, where our feed business is more integrated with our broiler and poultry meat processing plants and our hatcheries, our operations are more predictable and have a better chance of doing well.

**Q. Recent public concern about rising food prices has turned the spotlight on food company profits. Some people suggest that profit earned by industry is exorbitant. What is your comment on this?**

A. Profit and profit improvement are at the core of our competitive, free-enterprise system. The profit motive is the most efficient and effective engine we know of today for allocating resources in our economy e.g. capital and human resources. In the past fiscal year we earned 2.7% on net sales, a modest improvement from 2.6% in the previous year and 2.3% in 1971.

**Q. Since Robin Hood Multifoods is a wholly-owned subsidiary of a U.S.**

**company, do all of its after-tax profits go to the United States?**

A. No. However, our shareholder expects dividends in the same manner as any Canadian company. There is no difference. We pay a portion of our earnings to our U.S. parent in the form of dividends. But, as is the case with most companies, a sizable portion of our earnings are retained and reinvested in our business to develop new products, build new facilities, and to develop our human resources. In fiscal 1973, for example, we paid 23 percent of our earnings, or \$678,000, in dividends. The remaining 77 percent, or \$2,326,000, was retained in the business to insure future expansion.

**Q. What are your thoughts on the Canadian economy in general?**

A. I look for great strength in the Canadian economy which last year hit over \$100 billion in gross national product for the first time. I see no handicap to a continuing growth in the economy. In fact the food industry is expected to grow from \$8 billion to \$11 billion by 1980. I see the Canadian dollar remaining at about par with the U.S. dollar. The float has strengthened the position of Canada in world markets without jeopardizing our valuable trade relations with the United States.

**Where The Sales Dollar Goes**

Of each \$1.00 Robin Hood Multifoods receives for its products, 97.3 cents is paid out again. Even the remaining 2.7 cents — after-tax profit — is put to work. Part of it goes to shareholders and at least half goes back into the business to ensure growth in the future.

This shows where each dollar of net sales goes and who benefits from it.

| Where does it go?                   |       | Who benefits?                                                        |
|-------------------------------------|-------|----------------------------------------------------------------------|
| Basic foodstuffs, ingredients       | 59.6c | Canadian farmers and growers, suppliers of sugar, salt, spices, etc. |
| Wages and salaries; fringe benefits | 13.5c | 1,858 employees                                                      |
| Packaging                           | 7.1c  | Suppliers of paper, bags, glass, plastic, etc.                       |
| Advertising                         | 2.6c  | Magazines, TV, radio, newspapers; display firms.                     |
| Other operating expenses            | 10.9c | Suppliers of utilities, equipment, fuel, services, etc.              |
| Taxes                               | 3.6c  | Federal, provincial and municipal governments.                       |
| Net earnings                        | 2.7c  | Shareholders and growth of the business.                             |

NOTE: Also for transportation costs, another 7 cents is paid out from gross sales.



## Lots of Action on the Firing Line

Net sales at an all-time high of \$113 million and after-tax profit of \$3 million. That's the attractive picture that appears for Robin Hood Multifoods when all the figures have been added up.

But what was the year like on the firing line — in the three operating divisions where the products are made and the customer's needs are met?

To Dave Tompkins, vice-president & general manager of Consumer Products, it was a year in which the newer products performed well, but some of the old stand-bys were disappointing.

To John Morrison, vice-president & general manager of Industrial Foods, it was a most successful year with only one small cloud in the picture.

And to Doug Payne, who became vice-president & general manager of Agri-Products half way through the fiscal year, the 12 months brought record earnings to the division, but the feed business was sluggish.

"In family flour", explained Dave Tompkins "an unusually high level of competitive activity cut into our market share. We regained our traditional leadership position after a determined and costly battle."

Family flour volume continued to decline, although at a slower rate than the market, while glassgoods continued to expand. Pickles, relishes and horseradish now account for over 37% of consumer products revenues, and flour accounts for 32%. The remainder — mixes, oats, frozen foods and processed meats — account for close to 31%.

"That will increase next year since our newest businesses, Stouffer's frozen foods and Coorsh processed meats have yet to run a full year," says Tompkins. The frozen food plant opened in September and the Coorsh meat business was acquired in October.

The Stouffer launch was a "remarkable" achievement. Ground was broken for the

plant in late December, 1971. The plant officially opened in September and began shipping to the Ontario market in October. Introduction of Stouffer products to the rest of Canada began in February of this year.

The old stand-by, breakfast oats, suffered this year from high costs of transporting finished product from Ontario to Western Canada, where the largest segment of the Robin Hood oats market is located. To overcome this, construction of an oat mill is under way at the Saskatoon flour mill. It's expected to be in production later this year.

Among the internally-developed new products, Tompkins points to Robin Hood Fruit Crisp mix whose introduction in regional markets "exceeded our plans." Bread and roll mix, expanded to national distribution last year, also saw good consumer acceptance.

Total consumer division sales were up by \$7 million over last year. But it wasn't all because of the acquisition of S. Coorsh & Sons Ltd., the specialty meat and delicatessen food company. Not counting Coorsh results, Tompkins points out, consumer products sales were up by \$1 million.

"Cake and specialty mix revenues increased by 19% and glassgoods recorded excellent gains. Consumer reaction to Stouffer's frozen foods was beyond expectation," he said.

## FROZEN FOOD PLANT OPENS

A new \$1 million-plus frozen food plant was opened by Robin Hood Multifoods at Trenton, Ont. last September. Cutting the ribbon at the opening ceremony was Hon. Charles MacNaughton, then Treasurer of Ontario, assisted by Sherry Pollock, Ontario's Dairy Princess, Logan R. Brown, president of Robin Hood Multifoods and W. G. Phillips, president of International Multifoods. The plant produces 20 Stouffer's frozen prepared foods under license from Stouffer Foods, Inc. of Solon, Ohio.





During the year, glassgoods marketing management was centralized in Scarborough to improve marketing and selling efficiencies. A new Distribution Sales-Service organization was established to enable both consumer and industrial sales forces to concentrate on vital sales activities.

The Industrial Foods division enjoyed "an excellent year" in all departments — bakery, export and grain, said John Morrison.

He attributed the bakery success to increasing acceptance by bakers of Rapido no-time dough flour and bakery mixes plus an important intangible: the close personal contacts the bakery sales force maintains with bakers.

One of the biggest success stories was the bakery mix business which exceeded last year's volumes by 30%.

Morrison credits a growing stable of new products such as 16 new mixes and bases for doughnuts, cakes, bread, batters, dinner rolls, English muffins and pizzas, plus pie fillings and shortenings.

And he credits the expert help of technical servicemen who demonstrate the product and gain the bakers' full confidence as professionals in baking technology.

"We gained in productivity too, thanks to our continuing program of capital investments in our flour mills. Last year, we upgraded plant equipment and facilities to the tune of over \$300,000," he said.

The bakery equipment business continues to grow. During the year, Robin Hood Multifoods became exclusive Canadian distributors for Haton of Holland and its bread-making equipment. "With the continu-

ing expansion of in-store bakeries in supermarkets and the modernizing of traditional bakeries, we have a large and growing market for bakery equipment of all kinds," says Morrison.

Durum was the only cloud in the sky with the two new durum producers who entered the market a year ago still cutting into the durum business.

"Prospects for this year look encouraging," says Morrison. "We expect to build further on the successes we had last year and to take advantage of all the growth factors in our bakery and industrial markets."

The Agri-Products division also had a very good year, the best on record. "Poultry meat and the hatchery operations performed exceedingly well," said Doug Payne, "but feed volumes were down slightly from a lacklustre performance last year."

However, it was a self-imposed restriction on feed sales. "We had serious credit problems," explained Payne. "We continued to cut back our line of credit and encourage feed dealers and farmers to obtain their credit needs from banks and other regular credit sources."

This kept the business base pretty narrow. This, along with fixed costs, cut into margins.

"But now these credit problems have been overcome. And with improved conditions throughout the agri-business sector, we're optimistic about the future," he said.

The demand for milk, eggs and meat keeps rising and producers are finding that only quality feeds and feeding programs yield optimum results.

There are good opportunities in specialty feeds, too. Just recently, Supersweet introduced two horse feeds — Performa and Mare 'N Colt.

The up and down price cycles affecting eggs and broilers have been moderated somewhat by provincial marketing boards which are now supported by federal marketing coordination. "This has helped stabilize the whole industry and we expect it will continue to do so," says Payne.

In addition, poultry meat has benefited from its position as a cheaper source of meat protein during a period of rising meat prices. "Our two plants are running at optimum efficiency and we can see better margins in cut-up and packaged chicken." The Dundas plant is undergoing equipment changes that will enable it to produce value-added features such as this.

Table eggs continue to be a good business, although the market is growing only slightly each year. Robin Hood Multifoods entered the broiler chick business last year with a major addition to its Neuhauser hatchery in Stratford. "This provides additional input to our growers who supply our Sherwood Farms poultry plants with broilers," says Payne.

Several success stories and some problems — that's what lies behind the big picture of growth for Robin Hood Multifoods.

**"I can't tell which is which..."**

Mrs. Bev. Richardson baked her homemade chocolate cake. And she baked a Robin Hood Chocolate Supreme Cake. Then she tasted both. And couldn't tell which cake was hers. Robin Hood Cakes taste so much like homemade the chances are they'll fool you too. Try them. Could be they'll taste better than the cakes you're baking now.

Homemade Cake Robin Hood's Cake

From our kitchens to yours.

Robin Hood  
dutch devil's food cake mix

Robin Hood  
dutch devil's food cake mix

mélange à gâteau  
chocolat  
hollandais

Homemaker's Digest and Reader's Digest, November-December 1972



# Grocery Manufacturers Well Equipped to Meet Market Changes

by G. G. E. Steele

Companies like Robin Hood Multifoods supplying markets for food and other products in the Canadian grocery system are finding many conflicting trends to assess in their search for a satisfactory cost and profit performance.

If one were to indulge in a flight of fancy and picture a visitor from outer space who last saw Canada even a short fifty years ago, one might expect him to wonder why and by what means a young, vibrant and cheerful land had aged so quickly in terms of both affluence and outlook. The visitor would note a vast new road system and a foresaking of the land on a vast scale in favour of living in strange, overcrowded, cavelike cities.

Fact number one of overwhelming importance to all consumer analysts is therefore the pace of change in all aspects of life. In this respect, Canada is not unique.

**G. G. E. (Ernest) Steele has been President and Chief Executive Officer of Grocery Products Manufacturers of Canada since 1968. A former senior civil servant, he served the Canadian government as Deputy Minister of Finance and as Under Secretary of State.**

A few of the essential facts of the social structure need now to be examined.

Canada's population has been increasing steadily at between 3 and 4 million a decade. Large scale immigration into Canada has sharply diminished in recent years but this has been offset to some extent by natural increase so that the overall trend has been maintained. Our present-day population of 22 million is now forecast to 25 million by 1980. If anything, given present strong trends towards family size curtailment, this forecast could be on the high side. Also, it will soon be a case of asking 'where have all the young folks gone.'

On a population makeup basis there is a gradual shift taking place from young to old in Canadian society. As Thomas T. Schweitzer of the Economic Council of Canada recently put it —

"Markets directed towards children are likely to undergo a pronounced roller coaster effect during the Seventies. The 'age ten' or less group will sharply decline till 1975 when the children of the World War II family group are themselves rearing families, but the recovery will still be less than the peak of 1965. We may also look for fewer teens than in 1970. The impact on the presently strained educational facilities will be profound. The new consumer trends will be found strongly in the growing and affluent 20 to 64 age group. These were 51% of our Canadian total in 1960 and will be 55% in 1975 and 57% by 1980."

This is a significant shift in our demographic makeup. It will be accompanied by further moves of women into the work force, an undoubted demand for greater work hour flexibility and a strong demand for "service and convenience" consumer products of all kinds.

Bringing it right down to our grocery manufacturing industry, it is projected that the percentage of the consumer dollar directed towards food, beverage and other household-based products will indeed shrink visibly from a current 18% or 19% to 13% by 1980 but total outlays will increase by a further \$3 billions, from \$8 billion to around \$11 billion.

The delivery systems from farm to home will also change profoundly because the pace of competition for the shrinking consumer food outlay will be intense. Quality, convenience and high nutritional content are going to be the major determinants of success for food manufacturers even as they are today.



The industry will come under increasing public scrutiny but it can meet these new demands which lie, after all, along roads already being travelled by all reputable manufacturers.

Packaging which is environmentally compatible. Products which offer a clear measure of extra value in terms of ease of preparation or nourishment. These are the goals which both consumers and governments will be seeking and which will give manufacturers a competitive edge.

The Canadian future does have its share of underlying strengths and weaknesses. The state of technology from farm through to consumer is high and steadily progressing. Canada is in the vanguard of advanced countries in this respect. On the other hand, we do depend significantly on a number of world trade commodities which have growing supply and thus price problems. Sugar, cocoa, coffee and some essential oil foods are all examples.

All in all the economy has great underlying strength and excellent development prospects. The goals of economic growth, reasonably high employment of the work force and control over rapidly rising prices are all feasible.

Grocery products manufacturers will certainly remain in the forefront of these developments, and are well equipped to meet the challenge of the changing market place.



## "Smoked Meat" Key to Coorsh Success

"We got into the consumer products business by developing a new kind of packaging that filled a real need," said Dan Coorsh, president of S. Coorsh & Sons Ltd., the specialty meat firm that became a subsidiary of Robin Hood Multifoods last year.

"We were the first to develop a boil-in-the-bag pouch for smoked meat. It was in 1960-61," he recalled. "Smaller restaurants who didn't need a full brisket of smoked meat each day and consumers who wanted to make their own smoked meat sandwiches at home were asking for a new way to prepare Coorsh smoked meat."

And so the single-serving pouch was born. It was an instant success and today is a key part of the Coorsh business.

Coorsh was also successful in following through its penetration of the consumer market with other processed meats as well as salads, desserts and pizzas so that today the consumer products business is more important than its traditional HRI (hotel, restaurant and institutional) business.

Smoked meat — a corned beef that is smoked with spices added — was developed by Dan's father, Sam Coorsh, during the early days.

### Founded by Sam Coorsh

A butcher by trade, Sam Coorsh emigrated to Montreal from Latvia by way of Scotland before the First World War. He established his business in 1914 initially making Polish sausage and fresh sausages for local meat packers.

Coorsh was originally a one-man operation with the family living upstairs over the shop. But business grew and employees



were hired. Dan entered the firm in 1935 after graduation from McGill University.

The following year, the plant came under federal food inspection and the Coorsh market, which had been limited to the province of Quebec, expanded to other parts of Canada.

The family-owned firm moved to new quarters in 1958 on de Courtrai street where its main processing plant and offices are now located. A second Montreal plant, on Bates Road, was acquired in 1964 for boning, cutting and curing fresh meat. The Chenoy plant at L'Acadie near Montreal, where salads and desserts are produced, was acquired in 1965. The following year, a new boning plant was opened in Calgary, Alberta.

During this period, Sam Coorsh died at 82 after a lengthy illness. He had become one of the best-known figures in the North American meat industry and a few months before his death, had received the coveted 50-year service button from the American Meat Institute.

The "one-man show" had evolved into a company with professional managers, such as vice-president and general manager Nev Matheson, responsible for key areas of the business.

## The personal touch

But the personal touch which was so much a trademark of the late Sam Coorsh is still in evidence today. "Everyone in the plant knows," said Dan "that I may walk into the plant at any time and taste-test current production. Yes, we have a formal quality control department, but every one of our employees is quality conscious." And it's obviously paid off.

International recognition of the high quality of Coorsh products came last year when a dish made with Coorsh smoked meat brisket won a gold medal for the Canadian team at the 13th World Culinary Olympics in Frankfurt, Germany. The dish was prepared by Pierre Demers, executive chef of Montreal's internationally-famous Ritz-Carlton hotel.

Today, S. Coorsh & Sons Ltd. operates four plants and a fleet of more than 30 refrigerated trucks and markets its products throughout most of Canada. And the company is considered one of the country's major specialty meat packers.

"We're the largest boners of briskets and plates in Canada and we import some briskets from the U.S. A good deal of our beef comes from Ontario and Western Canada and we also buy beef and mutton from Australia and New Zealand," says Dan Coorsh.

## Meat prices

"Naturally we're concerned about rising meat prices. There's a world-wide shortage that is pushing prices up. At one time North Americans and Europeans were the major meat consumers. Today people in many other countries have acquired a taste for red meats. The Japanese, for example, have been buying pork in Canada."

In the future, Dan suggests the meat industry may have to move into the addition of grain protein to meat or to meat analogues — grain-based foods "spun out" to give the appearance and flavour of meat.

"After all, grain protein is the basis for our food anyway. The animal acts as a converter, changing grain protein to meat protein, a form which most people find more enjoyable to eat."

Much of Coorsh's expansion into non-meat areas was influenced by its close association with the delicatessen trade in Montreal. Through a long association with H. Chenoy Ltd., a delicatessen supplier it later acquired, Coorsh sells a line of deli salads, including potato salad and cole slaw, and a line of parfait gelatin desserts.



## Smoked Meat?

"Smoked meat" is the term applied to corned beef that is smoked and specially spiced.

The term is indigenous to the province of Quebec. Outside the province, Coorsh smoked meat is usually sold as "smoked corned beef."

In Toronto, for example, you can order a "Montreal smoked meat" sandwich in a delicatessen. But in a grocery store, you would look for "smoked corned beef."

Confusing? Here's the difference.

**Corned beef:** a brisket of beef that is salted and cooked in water.

**Smoked meat** or smoked corned beef: a brisket of beef that is cured and spiced, smoked and cooked in a smokehouse.

Whatever term you use, sliced paper-thin and layered between fresh rye bread with mustard, it's delicious.

## A sandwich isn't a sandwich without a pickle.



## Pickles... the life of the party platter.

Pickles really perk up party sandwiches. And what a great time to discover some new taste sensations. Like Sweet Midget Gherkins. Hot Banana Peppers. Sweet Icicles. Yum-Yums. Sweet Mixed Pickles. Fresh Pack Onions. And don't forget the Dills.

All by BICK'S, of course.

**BICK'S...the perfect complement.**

72-H2

*Weekend Magazine and The Canadian Magazine in the fall of 1972 and February and March, 1973.*

## The echo effect

Salads, though, were originally developed for consumers and later sold in bulk to the HRI market. The "echo" effect of serving two markets means greater mileage from new products since an item produced for one can usually be modified for the other.

Today the growing consumer market is inspiration for future new product developments. Dan Coorsh sees great potential in a wider variety of processed meats and in meat-based snack foods.

"We're excited about the potential in other parts of Canada, particularly the large Ontario market and in Western Canada," he says.

Dan sees the national distribution system and marketing know-how of Robin Hood Multifoods as a real asset to the Coorsh business. "I feel very comfortable being associated with Robin Hood Multifoods. There's no doubt in my mind that our partnership can only mean greater growth and diversification for Coorsh."



# Stouffer's To taste is to believe.

Stouffer's makes a new kind of frozen prepared foods that are deliciously better. Generous chunks of tuna instead of bits and pieces in Tuna Noodle Casserole. Whole ripe tomatoes instead of tomato paste in Macaroni and Beef. Good fresh milk instead of the powder kind in Escaloped Chicken and Noodles. Oven-braised beef instead of boiled meat in Beef Stew. Taste Stouffer's. You'll believe.

**FROM MACARONI AND CHEESE TO LOBSTER NEWBURG**



*Stouffer's*

FROZEN PREPARED FOODS